Contributions of humanist philosophy in the management of information technology projects

Miriam Isida
CEETEPS - Centro Tecnológico Paula Souza- São Paulo-Brazil
miriamishida@gmail.com
Roberto Kanaane
CEETEPS - Centro Tecnológico Paula Souza- São Paulo-Brazil
kanaanhe@gmail.com
Getulio Akabane
CEETEPS - Centro Tecnológico Paula Souza- São Paulo-Brazil
getulio@akabane.adm.br
Helena Gemignani Peterossi
CEETEPS - Centro Tecnológico Paula Souza- São Paulo-Brazil
hgemig@bol.com.br

Abstract: The research aims to identify IT member's motivational levels with descriptive exploratory survey by closed end questionnaire. Then humanistic approach not only influences the formulation of human values but also contributes to individual's self-knowledge and self-improvement in organizational environment.

Keywords: Human values, humanistic philosophy, motivation, organizational climate, leadership, organizational environment in IT.

Introduction

In the context of organizational climate experienced in the management of information technology projects, it is noticed that there are increasingly dissatisfied professionals. According to Ribeiro (1992), the simple fact of losing a significant part of the potential of people unmotivated, or because they are unhappy in the workplace, points to the need to rethink this situation. Among the consequences of this scenario can mention the decrease in productivity, high turnover, increase the risk of delay in delivery of the project, among other things.

Empirical experience of researchers, working in consulting firms and customers in Information Technology projects and in various professional sectors, led them to question the position of leadership projects in information technology, and how the pressures and the organizational climate can influence the lack of interest and mismatch of expectations (leader-led), impacting the creative capacity of those involved. The overall aim was to identify how the humanist philosophy can contribute to formulation of human values and influence the position of leadership in the management of information technology projects.

Grounding

In order to theoretically support the concerned study, it was sought to define concepts related to the "Contributions of humanist philosophy in the management of information technology projects." Among these are the following: humanistic approaches in education, in the corporate environment, leadership styles and environmental determinants in organizations dealing with IT projects.

Humanistic approaches in education

In order to highlight the study of humanistic approaches in education, it is considered the humanist philosophy from the perspective of the individual self-improvement as a student and professor.

For the educator Makiguti (2002), the fundamental purpose of education is to get the student to realize their unlimited potential and express their own personality with enthusiasm and vigor. In his career as headmaster of a primary school, Makiguchi developed an unprecedented educational theory, through its experience in teaching and reading educational theorists, among them Dewey (1990). The main point of Makiguti's theory (2002) is the human value and the relationship between subject evaluator and the evaluation object. If either is changed relative to each other, it is clear that the perceived value also changes. The differences and changes in ethical codes throughout history are remarkable evidence of mutability of value.

Practices from Soka School are presented to contextualize. Soka School is a humanist institution of teaching that is based on the humanistic philosophy of Makiguti (2002). The school works with the current generator project: " The awakening to the great I ", and before going over the grounds for the faculty and staff, several dialogues are promoted with the coordination for maximum understanding of the project objectives. As a result it is created the desire in the team to strengthen and further develop each student. In this proposal, employee and teacher perceive "the other" in its place (empathy). With this, the project as a whole seeks to break its limits winning egocentric feelings.

Staff at the Soka School receive training in the creation of human values through improvement courses, educational meetings, lectures, dialogues with the intention of targeting and enhancing the teaching staff against the challenge of "being an educator Soka" . The different look, as most human action and the dedication without limits are designed to develop the potential of students under their responsibility, while employees fulfill their role within the curriculum set by law.

According to Rogers (1997), another student of human behavior which has devoted his studies and professional practice in the formulation of humanistic approach, the learning process enables students to gain control over the direction of their learning and life, in which the apprentice is center. The ideals of Rogers represented a turnaround from the policy of traditional education.

Dewey (1990), another educator concerned about the "reconstruction of the person", signals that thought begins fork in the road. When someone reaches the fork in the road, may not

know which way forward to achieve its purpose and then begins to examine the situation. For Dewey (1990), education is the reconstruction of experience.

Humanistic approaches in the corporate environment

In order to establish the theoretical basis for the study and application of humanistic philosophy, in the organizational context, there are the approaches proposed by Herzberg (1968), Ribeiro (1992), Dejours (1998), McGregor (2002), Covey (2004), Skinner (2006), Charan (2008) and Kanaane (2012). These authors, respecting the individual positions, contributed and are contributing to expand the possibilities regarding the adoption of the humanistic approach in the workplace. This task has been arduous and suggests the need for theoretical studies, based on field research in order to promote reflection of managers and professionals related to the following approaches: social, administrative and behavioral partner, so that may arise a movement that has as anchor human values and consequently the impacts within the productive, administrative and technological sectors .

On the other hand, Skinner (2006, p. 139) asks "Why look inside?" and presents a counterpoint to the humanist approach when defending the behaviorist approach, proposing a behavior analysis that arose from observations made in a single organism responding in an artificial experimental situation, carefully controlled and highly standardized, thus avoiding the intrapersonal aspects. Skinner (2006) still ignores the internal states of the organisms to explain the behavior, so your behaviorism is called radical, by arguing that the behavior follows strictly from external observations according to their relationship with the environment, hence its emphasis is the social and environmental determinants and their respective impacts on human behavior.

Contrary to Skinner (2006) questioned, "Why look inside?", Covey (2004, p. 51) proposes a new level of thinking, "[…] a deeper level, a paradigm based on the principles that describe the effective territory of existence and of human interactions". So it's perceived the value of the approach from the inside out through self-knowledge, growth and maturation to improve relations with other individuals, and this is a paradigm shift for most people.

One of the researchers of the Herzberg's motivation (1968) mentions two factors that are considered in job satisfaction: hygiene factors and motivational. The hygienic are related to the conditions offered by the company to the employee in the development of activities including: physical structure, benefits, wage policy, relationship between the governing body and staff, work environment, etc. Herzberg (1968) states that motivation involves sense of achievement, growth and professional recognition, evidenced by means of activities developed. In this context of increasing appreciation of the human being, as a key element in an organization for productivity and competitiveness in the market, it is necessary to strategically rethink factors such as behavior, organizational climate and quality of life at work.

For O'Donnell (1994), the ability of motivating has, as related values, the enthusiasm, the will and dedication. The importance of perception of change is also indicated by O'Donnell (1994, p. 119) when shows that "[…] we need to stop playing victim to assume that we are an agent of change for a better world. If we are silent, others will do that. But they will reap the rewards."

Sampaio (2009, p. 14) states that the work of Maslow proposes a more comprehensive human vision than that proposed by Taylor or by classical authors of microeconomics; " One has to think of a man who deals with multiple concerns, able to mobilize in the different social levels of life: work organization, family and life in society." The same author also quotes another contribution of Maslow thought of transforming the workplace in the gratification instance of needs or special area of fulfillment of people. Thus, it is necessary that managers listen and understand the people they work with, understanding what is the role of the labor activity and the organization that they are and accept the challenge of leading peoples with diversity both paths as aspirations for life.

In McGregor's view (2002), the fundamental principle of organization is that of integration, that is, the creation of conditions in which members of the organization better achieve its own objectives directing its efforts to the success of the company.

Considering this point of view, Ribeiro (1992) highlights that open the way for the holistic view of managers, including the ideals of the company and also of each individual, contributing for the creation of human values. As Ribeiro (1992, p.128) argues, "planning is replaced by intuition, the formal organization by flexibility, leadership for leadership and control by the values, i.e., the holistic management revolutionizes not only what was meant as an organization as also its management."

Thus, for Kanaane (2012), the holistic view of the organization is an alternative that goes against the traditional view that has caused discomfort as the devaluation of human potential. Charan (2008) proposes that the importance of evaluation of colleagues and bosses may contribute to the increased capacity and expansion of their interpersonal and intrapersonal skills. From the above, it has been the impact of the learning process in individual and collective behavior allowing the flourishing of creativity / innovation, considering the role leadership as a mobilizing agent of organizational climate, boosting productivity in the corporative environment.

In the context of work are evident factors that can mobilize / motivate people or those who can act as frustrating factors impelling people to demotivation. To Dejours (1998), there is an overall experience whose deciphering leads to the discovery of several aspects, including two organized fundamental sufferings behind two symptoms: dissatisfaction and anxiety. Dejours (1998) argues that the only way out for aggressiveness is to work faster. It is, then, an extraordinary event, which leads as to increase productivity. Opposing the issue of increased productivity, it has also the same fall by the lack of motivation or discontent.

In the corporate scenario, there is a predominance of the mechanistic scenario, i.e., the stimulus to the systematic conditioning, rather than the creative process. The researchers in their professional careers have identified the trend that the human value of information is not present in the area of Information Technology, as the mechanistic scenario prevails the conditioning, not the creative process. This can best be analyzed by Bergamini (2013), when states that the creative process is opposed to the learning condition, and when the person feels belonging to the organization which is part and engages in a creative process, it goes to want to contribute to the company's success.

O'Donnell (1994) argues that in order to deal with the changes, self-knowledge is necessary through three main aspects: understand and appreciate the self as something that is not affected by changes in the external environment; develop and maintain constant access to an inner power that not only is connected to external forces, but it can deal with them without being diminished by them; the union of these two aspects, related to the understanding of self and

experience of power, enables self-management and be a leading example for others. Consequently, self-knowledge can lead to the ability to deal with individual potential and the external environment, providing that the person be a leading example for others (O'Donnell, 1994).

In the interdependent relationship between manager and employee, is the manager who determines the quality of the relationship, as stated by McGregor (2002). One can make an analogy with the educational process, in that the teacher's attitude also determines how the climate will be in the classroom. An organizational hierarchy, it has been found that behavioral dependence of the led before the posture of the leader is more pronounced.

The management of climate provides the scaling of the motivational factors, contributing to the equalization of the needs and expectations of those involved in the work environment, therefore the position of leadership in rethinking the materials, technological, social and human factors, can resize your professional role for the emergence of humanist position in relations with the people and between them, in the professional environment, proactively influencing the organizational climate.

Leadership styles

The reflection of approaches against the leadership styles provides elements to strengthen the interface organizational climate and leadership process as factors which may boost the development of human values in the organizational environment.

Bass (1997 apud Asanome, 2001) states that transformational leadership, as well as the charisma, has become a popular topic on leadership in organizations. The theory of transformational leadership defines leaders primarily in terms of the effect of these on the followers. The followers feel trust, admiration, loyalty and respect with respect to the leader, being motivated to do for him more than originally is expected. Transformational leaders influence followers arousing strong emotions and identification with the leader, but may also transform the followers, serving as coaches, teachers and mentors.

According to Greenleaf (1970 apud Asanome, 2001), servant leadership arises from leaders whose main motivation is a deep desire to help others. Invites people to consider the field of leadership established in being, not in deed, stating that the main choice of a leader is to serve those they lead, seeing in his work the fundamental reason for the existence of the service. They encourage participation, power sharing and information, recognize the value of others, stimulate people's creativity, are fully committed, give credit for the achievements of the people, have a natural impulse to learn, promote a sense of community.

Hunter (2004, p. 25) treats leadership as "[…] ability to influence people to work enthusiastically in order to achieve the objectives identified as being for the common good" and that can be learned and developed over the life of the individual . For Hunter, the leader is responsible for the environment that exists and has the ability to determine the behavior of their supervisors, that is, to provide conditions that would lead people to analyze in order to make their choices, change and grow. Hunter says that you must develop and mature these qualities to become a leader that meets organizational expectations and led it comprises.

The importance of the organizational reality sensitive and knowledgeable of the needs of employees is also indicated by Bergamini (2005). For that author, it is necessary to try to understand more and more the true motives of human conduct, and for that were created new working techniques along with executives and mentions the types of behavioral styles, classifying the universe of people with whom they lives together. Several studies have been made to describe the psychological types and Bergamini (2005, p. 52) states that "from the point of view of personal development, the concern to classify the different behavioral styles seems at first to have been characterized as the answer for the need for a better understanding of the different leadership styles."

In order to help individuals and leaders to know each other better, several theories have been released about the leadership process, enabling self-knowledge: the Managerial Grid of Blake and Mouton takes into account two important parameters within the work situation; The four Likert systems: allows two groups of attitudes that express authoritarian and participatory behavior; The 3D Theory of Reddin: eight styles are characterized as follows: executive, concerned, benevolent, autocrat , promoter , missionary, bureaucrat and dodgy; situational Leadership of Hersey and Blanchard: behavior at work and behavior in the relationship; the Eagle Profile of Maccoby, which signals the following styles: craftsman, fighter of the jungle, the company man, the player and the creative player; and the four styles LIFO (gives and supports, takes and controls, maintains and preserves, adapts and negotiates): claims to be a human paradox the fact that the forces of a person, when overused, becomes its own weaknesses.

The different approaches in leadership visualize the prospect of periodically evaluate the leader's stance, to identify the contextual aspects, characteristics of team members and even the possibility to lead to social and organizational, socio-cultural diversity and individual peculiarities, in order to bring out the determinants of organizational behavior in the IT industry (Information Technology) in order to describe the aspects that characterize such organizations.

Environment organizations working with information systems

Research on the influence of humanization in the organizational environment indicates that the individual begins to contribute for the development of the company where works when it involves a creative, participatory and motivating process. On the other hand, the prevailing trend in the area of Information Technology is the mechanistic scenario, prevailing the behavioral conditioning. There is, therefore, as key elements for the environment in organizations working with information systems: the changing factors, technology, institutional properties, human agents and the factor of resistance to change.

For Gonçalves (1993 apud Prates, 2004), technology is the most important factor of change in processing enterprises, concerning the way of producing goods and services or in the induction of new processes and tools that addresses the structure and behavior of organizations. Thus, one can see that the environment in organizations working with information systems is faced with the challenge of resistance by the employees, as they tend to think that would be losing their jobs to the area of Information Technology, including the change in work processes which could cause fear about the new operating mode. Even occurring resistance, studies show that after the implementation of IT, the tough end up realizing the importance of the area in the

processes, since it increases the production capacity, improve management controls and the degree of competitiveness of companies.

According to McClelland (1972 apud Gomes, 2002), the organizational climate is determined by the styles of leadership and management, as well as the organizational structure, helping to shape the behavior of individuals for membership, power or achievement in the organization. Another assumption is that the organization's effectiveness can be enhanced by the creation of an environment that meets the aspirations of its members and to channel the behavior motivated to organizational goals. Gomes (2002, p. 96) addresses the motivation as "an internal process to the individual, however, the environment contributes to their outcrops." The referred author points out that through the organizational climate, you can manage employee motivation.

The analysis of human agents involved in the technology adoption process involves considering aspects such as the values adopted by them, their consequent influence on behavior in organizations, dictating the pace of organizational culture. It has been noted that in companies working in technology little emphasis is given to the human value, and as per Pitassi and Piglet (2002), this technologist vision has led to a permanent competition, produces anxieties and psychiatric diseases (Serva, 1997 cited Pitassi and Leitão, 2002), symptoms that can be perfectly associated with the mystifying vision of IT in today's society. For him, the psychic pathologies picture is so severe, that is already common to observe high-level executives set themselves up, with undisguised pride, "paranoid", and the technology can mean not only supply of improvements, but can generate a gradual trend to technological enslavement (Mattos, 1996 apud Pitassi and Leitão, 2002) .

It may be noted that, in contemporary societies, the existence of a psychopathology, the tecnose, originated from the over-dependence and compulsive use of IT, which means compulsion to information and communication. Dependents of this illness seek to fulfill through information and hyper, the void left by the lack of a vision that gives meaning to their daily existence (Pitassi and Leitão, 2002).

From the above, it has to be due to the environment experienced in IT, there is evidence that the management of IT projects need to redirect their strategies based on the models marked as motivation and leadership, supporting the implementation of these projects under the socio-technical perspective, i.e., emphasis on technical competence and enhancement of interpersonal relations in the workplace, focusing on the emergence of human partners values integrated into socio-technical values.

Methodology

An exploratory and qualitative study was conducted. For Gil (2008), the exploratory research has the main purpose to develop, clarify and modify concepts and ideas based on the formulation of more precise problems or searchable hypotheses for further study, besides usually involving bibliographic and documentary surveys, standardized interviews and case studies. For Yin (2010), some experiments with the studies of psychological insights and some survey questions, such as the ones seeking categorical and non-numeric answers, take into account the qualitative evidence, not quantitative, the same way that historical research may include a large volume of quantitative evidence.

As for the means of investigation, a qualitative field research from questionnaire was held closed with the following objectives:

- To characterize the influence of humanist philosophy in the leading position in Project Management of Information Technology
- Identify the motivational level managers and staff in Information Technology projects.

Gil (2008) designates the universe or the population as defined set of elements that have certain characteristics. In this study, the population was defined as the set of professionals related to IT, members of the State of São Paulo, between managers, directors, analysts, technicians and engineers. The sample addressed the focus non-probabilistic and for convenience of the researcher, with the scope of the geographical area of the State of São Paulo and the prevailing market segment of respondents is services providers, where IT is the business. Vergara (2006, p. 51) defines non-probabilistic sample and by accessibility as "far from any statistical procedure, selects elements for ease of access to them […]".

Gil (2008) states that in the sample by accessibility, the researcher selects the elements which has access, assuming that can represent the universe. From that point, applies this type of sampling in exploratory or qualitative studies.

The individuals of this research corresponded for 12 managers in the IT field, 3 administrative officers, 13 analysts and consultants in IT, 6 Technicians in IT and 6 engineers, being 15 leaders and 25 subordinates.

Research results

Through applied field research, following results can be observed:

- The humanistic approach influences the formulation of human values, helps to minimize conflicts in the workplace to improve the organizational climate and the IT manager's behavior, as well as for the self-development of leaders.
- The leader encourages creativity of employees.
- There is a technologist vision in the IT department that leads to a permanent competition.
- Many employees of IT area have tendency to overwork.
- There is a predominance of technical expertise instead of interpersonal competence in project management in IT.

Closing Remarks

The study of the contributions of humanistic philosophy in project management in Information Technology enabled the raising of the approaches in education and in the corporate environment. It was tried also to characterize the models in motivation and leadership styles, signaling the main trends in development of human values in the organizational management. At the same time, it was assimilated, in the environment of organizations that deal with information systems, the limitations on the development of human values and consequently on the

organizational human behavior, being observed the presence of the technician focus coupled with anxiety and psychiatric diseases.

From the above, it appears, as a suggestion, the need for professionals working in IT (managers and employees) may be involved in training programs, enhancement of leadership potential, from a humanistic perspective, facilitating the rescue of human values in the corporate environment, aiming to help to guide the leadership potential of active managers in IT, so they can overcome the technician focus on the environment of companies operating in that area.

Further studies will certainly contribute in order to migrate the traditional approach, technologist, to the humanistic approaches centered on human values and people, reinforcing the importance of considering the organizational environment under the socio-technical perspective.

References

Asanome, C. R. 2001. *Liderança sem Seguidores: um novo paradigma*. Doctoral Thesis. Federal University of Santa Catarina. Program of Post-graduation in Production Engineer. Florianópolis. 197p.

Bergamini, C. W. 2005. *Psicologia aplicada à administração de empresas:* Psicologia do Comportamento Organizacional. 4ª ed. Atlas, São Paulo.

Bergamini, C. W. 2013. *Motivação nas Organizações.* Atlas, São Paulo.

Bergamini, C.W e outros. 2013. *Psicodinâmica da vida organizacional: motivação e liderança.* 2ª ed. Atlas, São Paulo.

Charan, R. 2008. *O líder criador de líderes: A gestão de talentos para garantir o futuro e a sucessão.* Elsevier/Campos, Rio de Janeiro.

Covey, S. R. 2004. *Os 7 hábitos das pessoas altamente eficazes.* 17ª ed. Best Seller, São Paulo.

Dejours, C. 1998. A *loucura do trabalho: estudo de psicopatologia de trabalho.* 5ª ed. Cotez, São Paulo.

Dewey, J. 1990. *The School and Society*. The University of Chicago Press, Chicago.

Dewey & Makiguti, Tsunessaburo. 2001. *Confluências de pensamentos e ações*. Available in: http://deweycenter.siu.edu/scholarship_papers_makiguchi.html. Accessed on 13/02/2014.

Gomes, F. R. 2002. *Clima organizacional: um estudo em uma empresa de telecomunicações.* São Paulo, v. 42, n. 2, p. 95-103 Abr./Jun. 2002. PwC 95 RAE Award – Magazine of Business Administration.

Herzberg F. 1968. *One more time: how do you motivate employees? Harvard* Business Review.

Hunter, J.C. 2004. *O monge e o executivo: uma história sobre a essência da liderança.* 21ª ed. Sextante, Rio de Janeiro.

Kanaane, R. 2012. *Comportamento humano nas organizações – O homem rumo ao século XXI.* 2ª ed. Atlas, São Paulo.

Makiguti, T. 2002. *Educação para uma vida criativa.* 5ª ed. Record, São Paulo.

Maslow, A. H. 1966. *Introdução à psicologia do ser.* Eldorado, Rio de Janeiro.

Mcgregor, D. 2002. *Gerenciando o lado humano da empresa.* Martins Fontes, São Paulo.

O'Donnell, K. 1994. *Raízes da Transformação: A qualidade individual como base da qualidade total.* 2ª ed. Casa da Qualidade, Salvador.

Pitassi, C.; Leitão, S. P. 2002. Tecnologia de informação e mudança: uma abordagem crítica. *Magazine of Business Administration.* São Paulo.

Prates, G.A. e Ospina, M. T. 2004. *Tecnologia da Informação em Pequenas Empresas: Fatores de Êxito, Restrições e Benefícios.* RAC, v. 8, n. 2.

Ribeiro, C. R. M. 1992. *A empresa holística*. Editare, São Paulo.

Rogers, C. R. 1997. *Tornar-se pessoa.* 5ª ed. Martins Fontes, São Paulo.

Sampaio, Jader dos Reis. 2009. *O Maslow desconhecido*: uma revisão de seus principais trabalhos sobre motivação. *Magazine of Business Administration*. São Paulo.

Skinner, Burrhus Frederic. 2006. *Sobre o behaviorismo*. 10ª ed. Cultrix, São Paulo.